



ESD 101 Response to Performance Audit Report May, 2008

Recommendation 3-1

Remove the regulatory functions of RCW.28A 310.260, in relation to member school district staff code of conduct violations, from the superintendent of ESD 101.

ESD 101 Response: Declined. ESD 101 does not have statutory authority to implement this recommendation. This statewide issue is being addressed in the Response to Global ESD System Performance Audit Report (Global Report) by AESD. ESD 101 supports the AESD position.

Initial Action Steps: N/A

Timeline: N/A

Recommendation 3-2

Remove the regulatory functions of district boundary change requests/disputes from the responsibilities of the superintendent of ESD 101.

ESD 101 Response: Declined. ESD 101 does not have statutory authority to implement this recommendation. This statewide issue is being addressed in the Response to Global ESD System Performance Audit Report (Global Report) by AESD. ESD 101 supports the AESD position.

Initial Action Steps: N/A

Timeline: N/A

Recommendation 3-3

Establish the use of a comprehensive and nationally recognized/validated strategic planning model designed to improve the progress of ESD 101 toward its vision/mission/goals.

ESD 101 Response: Under Review. ESD 101 has a strategic planning process in place. ESD 101 will continue to research other available models and processes. ESD 101 disagrees with the Report's claim that implementation of this recommendation can be achieved with existing resources.

Initial Action Steps: Continued research on strategic planning models.

Timeline: On-going

Recommendation 4-1

Implement the new WESPaC accounting and payroll system as soon as possible.

ESD 101 Response: Implemented beginning with conversion to WESPaC, July 2007.

Initial Action Steps: N/A

Timeline: July 2007 and beyond

Recommendation 4-2

Tie the ESD budgets to ESD and school/school district performance measures or goals.

ESD 101 Response: Declined. As stated in the Global Report, the ESDs would like to embrace the concept, but with so little stable ESD funding (~3-4% core) this is not realistic. The vast majority of ESD revenue is received as the result of cooperatives, fee-for-service, or grants – each with specific requirements/expectations prerequisites to receipt of those funds. Tying these funds to ESD and school/school district performance measures or goals would, in many cases, result in exceptions to grant agreements and the possible loss of cooperative fees and fee revenue – and resultant services to school districts.

Initial Action Steps: N/A

Timeline: N/A

Recommendation 4-3

Develop a board of directors' policy addressing the level of unrestricted and undesignated fund balance to be maintained by ESD 101 and the criteria for determining appropriate fund balances for reserved funds to ensure reserves are adequate to meet financial obligations.

ESD 101 Response: Under Review. The ESD 101 board of directors is reviewing minimum and maximum fund balances. As of this date, the ESD 101 board agrees with the position of the Global Report that the small level of stable ESD funding (~3-4% core) makes this challenging.

Initial Action Steps: ESD 101 board of directors has formed a sub-committee to explore fund balances and capital projects.

Timeline: On-going

Recommendation 4-4

Implement a procurement card program.

ESD 101 Response: Implemented. ESD 101 instituted a procurement card program on a pilot basis in February 2008. If the pilot is successful, the program will be expanded to the rest of the agency.

Initial Action Steps: Pilot implemented.

Timeline: February 2008.

Recommendation 4-5

Implement a policy to obtain and document at least three bids for all purchases in excess of \$10,000.

ESD 101 Response: Declined. The ESD 101 board of directors has already adopted policies and staff has developed procedures related to bidding. In many, if not most, situations, the agency's bidding policies and procedures are more stringent than this recommendation.

Initial Action Steps: N/A

Timeline: N/A

Recommendation 4-6

Implement a new purchasing system as soon as possible.

ESD 101 Response: Implemented beginning with conversion to WESPaC, July 2007.

Initial Action Steps: N/A

Timeline: July 2007 and beyond

Recommendation 5-1

Require a financial and program continuation plan from all districts as a condition for participation in grants written by the ESD.

ESD 101 Response: Declined. The ESD applies for grants on behalf of districts, based on their current needs. Because needs change, districts may be unable or unwilling to make these long-term commitments. The recommendation for continuation plans would have an adverse affect on ESD/district relationships and impede the ability to compete for grants.

Initial Action Steps: N/A

Timeline: N/A

Recommendation 6-1

Prepare, plan, train for, and implement an annual evaluation procedure for all employees, and include in that plan training in supervision for all supervisors.

ESD 101 Response: Implemented.

Initial Action Steps: N/A

Timeline: On-going

Recommendation 6-2

Prepare, plan, and fund a longitudinal salary schedule with increases in pay after seven, ten and fifteen years of employment in the same position with the ESD.

ESD 101 Response: Declined. ESD 101 agrees with the Global Report response that no data indicates the ESDs have a staff retention problem or face higher than average recruitment costs due to turnover. In fact, several individual ESD audit reports comment on the high longevity of staffing and high retention rates.

Salary advancement based on longevity is not always an appropriate compensation practice. Compensation studies consistently indicate there is no one compensation model that serves all organizations. In fact, research indicates that each organization must look at its workforce data and establish compensation policies to meet its recruitment needs.

Initial Action Steps: N/A

Timeline: N/A

Recommendation 7-1

Implement a preventive maintenance program with a simple written plan that both prompts the activity and documents its completion.

ESD 101 Response: Implemented.

Initial Action Steps: N/A

Timeline: N/A

Recommendation 7-2

Install additional energy- and utility-saving devices throughout the ESD as part of an energy and utility conservation program.

ESD 101 Response: Accepted.

Initial Action Steps: The ESD is continuing its process to implement this recommendation.

Timeline: On-going

Recommendation 7-3

Adopt cleanliness standards for custodial services to guide the custodial staff in their work.

ESD 101 Response: Accepted.

Initial Action Steps: The ESD is continuing its process to implement this recommendation.

Timeline: On-going

Recommendation 7-4

Develop time and task standards for custodial services.

ESD 101 Response: Accepted.

Initial Action Steps: The ESD is continuing its process to implement this recommendation.

Timeline: On-going

Recommendation 7-5

Install a second water meter on the irrigation line serving ESD 101.

ESD 101 Response: Implemented.

Initial Action Steps: The second water meter was installed by the previous owner. This recommendation was made in error.

Timeline: N/A

Recommendation 7-6

Prepare a written facility improvement plan that includes a physical assessment of all ESD buildings (structural, electrical-mechanical systems, safety issues, and accessibility issues).

ESD 101 Response: Accepted.

Initial Action Steps: The board and staff are working on a comprehensive capital improvement plan. ESD 101 board of directors has formed a sub-committee to explore fund balances and capital projects.

Timeline: On-going

Recommendation 7-7

Use automatic product dispensing devices for each custodial closet to reduce the potential for excessive use of custodial products.

ESD 101 Response: Implemented.

Initial Action Steps: Automatic product dispensing devices were installed in custodial closets.

Timeline: Summer 2007

Recommendation 7-8

Develop a simple database program to track work orders and generate simple maintenance reports.

ESD 101 Response: Under Review.

Initial Action Steps: ESD is reviewing software and the feasibility of implementing this type of program.

Timeline: On-going

Recommendation 8-1

Implement a single, center-wide system for recording and tracking technical support by all departments to facilitate more efficient data collection and reporting.

ESD 101 Response: Under Review.

Initial Action Steps: ESD is reviewing software and the feasibility of implementing this type of program.

Timeline: On-going

Recommendation 8-2

Use a central services approach for funding the ESD Webmaster and the personnel responsible for providing internal technical support.

ESD 101 Response: Implemented.

Initial Action Steps: N/A

Timeline: N/A

Recommendation 8-3

Standardize on a single technology platform with a single vendor for the purpose of improving efficiency and maximizing technical support costs.

ESD 101 Response: Accepted, with qualifications.

Initial Action Steps: ESD is reviewing the feasibility of implementing a single platform. While ESD has moved in the direction of a single technology PC-based system, the diversity of ESD programs may preclude 100% standardization.

Timeline: On-going

Recommendation 8-4

Develop and implement a consistent process for measuring customer satisfaction and analyzing school district needs.

ESD 101 Response: Accepted.

Initial Action Steps: Software has been acquired. Training and implementation will follow.

Timeline: September 2008 through January 2009